



## ADMINISTRATIVE PRACTICES MANUAL

### SUBJECT: HIRING TO FILL CIVIL SERVICE POSITIONS

1. All Civil Service positions are to be filled in compliance with the provisions of the Civil Service Ordinance, relevant Employee Benefit Handbook policy, Union contract if applicable, and to the full extent of the law.
2. Dane County is an Affirmative Action Employer and actively seeks to balance its work force. Department heads should review Affirmative Action hiring goals prior to making any hiring decisions and make every reasonable effort within the constraints of the law to address work force imbalances when making hiring decisions.
3. The starting date for all employees originally hired into Civil Service positions should be the first day actually on the job. For promotion, demotion or transfer hires, the starting date **must** be the first day of a payroll period.
4. Applicants for County employment shall be treated courteously and public information shall be provided in a prompt fashion. Each applicant is entitled to know about the selection process including his/her own exam score and rank.
5. No person shall be appointed to any County position by any appointing authority to whom he/she is related or shares the same home residence as defined in Section 18.09 (16) of the Civil Service Ordinance under "Nepotism."
6. Per Civil Service Ordinance 18.23(4)(c), an appointing authority may employ two (2) persons in the same position for such number of work days as may be authorized by the County Executive, for purposes of training a newly hired or promoted employee prior to the current incumbent's resignation, retirement or other termination. This provision is subject to sufficient funds available in the affected department's budget.
7. Per Ordinance 29.52(15), any authorized budgeted position that remains vacant for more than six (6) months, shall not be filled without approval of the Personnel & Finance Committee and the County Executive (Certified Nursing Assistant positions are exempt).
8. U.S. citizenship or legal U.S. work authorization must be verified for all new hires, including Limited Term Employees (LTE's), within three (3) work days of the starting date. This does not apply to contracted temporary help.
9. All newly hired employees will be provided with an orientation to his/her job duties and responsibilities, relevant personnel terms and procedures, Dane County work rules, and his/her employment benefits with Dane County.
10. A candidate may be removed from an eligible candidates list by the Human Resources Director for job related reasons. The applicable sections of Civil Service Ordinance, appropriate Employee Benefit Handbook policy or Union contract if applicable, should be reviewed for specific details.

**END OF POLICY**



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Forms Needed:

Requisition (In NEOGOV)  
Rate Justification Request to Start an Employee at a Rate Higher  
Than the First Step 014-124-10(6/95)  
Employment Eligibility Verification Form (I-9)  
Employee Action Form  
Employee Data Form  
Direct Deposit  
Tax forms (State/Federal W4)

**RESPONSIBILITY**

**ACTION**

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|-------------------------------------|---|
| Requesting Department               | 1. Complete a Requisition in NEOGOV.  |
| ER/OEI/Department of Administration | 2. The requisition will flow through the approval process in NEOGOV.  |
|                                     | 3. Before starting the process to fill a position, the Employee Relations Division will verify budget authority exists for an actual vacancy. In addition, there will be a review to ensure compliance with Dane County Civil Service Ordinance, Chapter 18, other relevant County Ordinances, statutes, Union contract if applicable, and the Employee Benefit Handbook.   |
|                                     | 4. When appropriate, OEI will recommend the use of "alternative selection." Before "alternative selection" may be considered and implemented, the County Executive must give approval. "Alternative selection" is not to be used to circumvent or replace Civil Service selection standards. After the County Executive makes a decision, OEI will be notified.   |
|                                     | 5. If "alternative selection" is to be considered, it shall be done in a manner that conforms to the requirements of Chapter 18, Dane County Ordinances, Section 18.33, other applicable laws, Union contract if applicable, and Employee Benefit Handbook policies. OEI will coordinate an "alternative selection" review with the employing department and the Employee Relations Division. The review will include an analysis of the normal recruitment, examination, interview and selection |



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### RESPONSIBILITY

### ACTION

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|                              | 5.     (continued) processes for the position being reviewed. Under no circumstances will a candidate be considered for "alternative selection" unless he/she meets all requirements.   |
| Department of Administration | 6.     Once the position is approved by the Executive's office for filling, the Requisition will be approved and assigned to an analyst.  |
| Employee Relations Division  | 7.     Employee Relations Division will perform the recruitment process and certify a list of eligible candidates to the employing appointing authority, that will be attached to the Requisition.  |
|                              | 8.     A copy of applicant data will be sent to OEI. Applicant flow data will contain relevant recruitment, examination, and demographic characteristics of all applicants.   |
| Appointing Authority         | 9.     The appointing authority will make every reasonable effort to contact individuals who are certified as being eligible to be interviewed for a position.  |
|                              | 10.    Structured interviews will be given to all individuals interviewed. Departments shall make all attempts to have a diverse interview panel. <ul style="list-style-type: none"><li>a.     If a candidate withdraws, or is unavailable or unreachable after a reasonable effort has been made additional names may be added to the certification by making a request to the Employee Relations Division. For positions covered by the Employee Benefit Handbook or Union contract if applicable, stricter certification rules apply.</li><li>b.     Review the appropriate Employee Benefit Handbook policy or Union contract if applicable, for language that affects the filling of the position.</li></ul> |
| Appointing Authority         | 11.    After interviews are conducted, the appointing authority makes a tentative selection. Before finalizing that selection, reference checks and, if   |



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11. (continued) applicable, Sheriff's checks of criminal and the applicant's motor vehicle driving records are completed. (Consult "Reference Checks and Credentials Verification Guidelines" for guidelines on conducting references checks. For more information regarding Sheriff's records checks, contact the Employee Relations Division or the Sheriff's Office.) As appropriate, information given by an applicant regarding Veterans preference, being Native American-Alaskan Native, education degrees, licenses, training skills, conviction record, and work histories must be verified.
12. If reference checks and/or Sheriff's records checks are satisfactory, the hiring authority can make a final selection.
13. Before an offer of employment may be made to the final applicant, the appointing authority must provide a justification of the selection to OEI if the appointing authority is:
  - a. Filling a position and has a known disparity in his/her department of minorities, females, covered veterans, persons with disabilities, and an individual has been certified to him/her as eligible for appointment and that appointment would help the appointing authority alleviate a disparity.
  - b. Filling a position in a Job Category in which a disparity exists among the County work force for minorities, females, covered veterans, persons with disabilities and a candidate has been certified to the appointing authority as being eligible for appointment and that appointment would help alleviate a disparity in a Job Category.
- Office for Equity & Inclusion 14. The determination of whether disparities exist for a department or Job Category will be based on parity figures developed by OEI from data provided in the most current edition of Affirmative Action Data for Wisconsin, published by the Wisconsin Department of Workforce Development.



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**RESPONSIBILITY**

**ACTION**

Appointing Authority

15. When a justification is required, it is recommended that the appointing authority contact OEI. A justification must be submitted to them prior to making an employment offer. The Employee Relations Division will not process an appointment until a justification has been received and reviewed by OEI.
16. Justifications must contain a review of the applicants interviewed which includes information on the applicant's gender, race, ethnicity, disability and veteran status. In addition, justifications must rank and give an evaluation of each candidate, the candidate's professional attributes and the criteria used as deciding factors in the final selection or other factors that influenced the selection.

Office for Equity & Inclusion

17. The Employee Relations Division may stop the hiring process after being notified by OEI that the justification does not clearly demonstrate to the Officer that the most appropriate candidate for a position has been selected. When the hiring process is stopped, the appointing authority will be notified immediately by OEI. Within twenty-four (24) hours of receipt of justification, OEI will conduct a review of the process. The Employee Relations Division and/or OEI may meet and confer with the appointing authority to provide any needed assistance.

When the selection review is completed, a decision will be made to determine if the candidate selected was the most appropriate for the position. If it is determined that the selection was appropriate, the appointing authority and the Employee Relations Division will be notified by OEI. After notification, the Employee Relations Division will continue the hiring process.

Executive, Office for Equity & Inclusion,  
Apt Authority

18. If after a review of the selection process, OEI determines that a selection was inappropriate, he/she will submit a report outlining the issues to the County Executive. The County Executive, OEI



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**ACTION**

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| Appointing Authority       | 18. (continued) and appointing authority will meet to work out a resolution to the problem. When the issues are resolved, OEI will notify the appointing authority and Employee Relations Division. The appointing authority will reinstate the hiring process.  |
| Apt Authority/New Employee | 19. When OEI informs the appointing authority that it has an approval to hire a candidate, the appointing authority will make the employment offer and determine a starting date, salary, whom to report to on the first day of work and other relevant information. (Review the sample confirmation letter.)  |
|                            | 20. If requesting to hire above the first step rate, complete "Rate Justification Request to Start an Employee at a Rate Higher than the Beginning Step". Forward completed form to Employee Relations Division. UNDER NO CIRCUMSTANCES IS AN APPLICANT TO BE OFFERED A POSITION AT A RATE HIGHER THAN THE FIRST STEP WITHOUT PRIOR APPROVAL OF THE COUNTY EXECUTIVE.  |
|                            | 21. It is the appointing authority's responsibility to inform the new employee to provide documentation that demonstrates the new employee is a U.S. citizen or has legal authorization to be working in the United States. Acceptable documents that can be used for verification are listed in the Employment Eligibility Verification Form I-9. Within three work days of a new employee's employment with Dane County, the employee must submit all requested documents to the appointing authority. The documents must be examined to establish identity, copied and forwarded to Employee Relations. If a new employee fails to produce the documentation necessary to complete Section 2 within three (3) days, the employee must be terminated. If the new employee is under age 18, |



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**ACTION**

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|                             | 21. (continued) you must comply with child labor laws and the employee must provide a work permit upon their first day of work.  |
| Appointing Authority        | 22. In NEOGOV select the candidate and hire. For all other candidates, provide a reject reason for each.<br>23. Send notices via NEOGOV to "interviewed but not hired" candidates informing him/her of the decision.   |
| Employee Relations Division | 24. Upon receipt of the name and start date of new hire, schedule new employees for New Employee Orientation. Forward Orientation packet and letter to payroll clerk.<br><br>Process new hire as appropriate when all required documents are received from appointing authority. Route any additional applicant flow data to OEI.  |
| First Line Supervisor       | 25. Orient new employee to job duties and work environment using the Dane County Orientation Checklist. Inform new employee of the time and location of Employee Orientation, including the Affirmative Action/Equal Employment and Sexual Harassment training. Ensure that the employee attends all orientation sessions. Introduce the employee to the department payroll clerk. |
| Payroll Clerk               | 26. Familiarize the new employee with fringe benefit enrollment forms as well as tax forms, using Dane County's Employee Orientation Checklist.<br>27. Submit Employee Action Form, Employee Data Form, W-4's, I-9 Form and supporting copies of documentation for the I-9, to the Employee Relations Division.  |

**END OF PROCEDURE**



## ADMINISTRATIVE PRACTICES MANUAL

### POSTING/HIRING CHECKLIST

RECRUITMENT NAME \_\_\_\_\_

- 1 Employee resigns/retires (payroll clerk may assist with this step)
  - a. Submitted Employee Action Form to ER (send electronically) \_\_\_\_\_
  - Submitted Separation Notice to ER (Send electronically) \_\_\_\_\_
  - Submitted Employee's separation letter to ER (Send electronically) \_\_\_\_\_
  
- 2 Review of vacant position
  - a. Reviewed Position description \_\_\_\_\_
  - b. Made updates to PD as needed and submitted to ER  
(send electronic redlined/tracked document showing changes) \_\_\_\_\_
  - c. Submitted reclass request to ER (if applicable) \_\_\_\_\_
  
- 3 Get vacant position posted
  - a. Completed requisition in NEOGOV \_\_\_\_\_
  
- 4 Posting vacancy for applicants
  - a. Created and submitted exam to ER (ie. Achievement History Quest) \_\_\_\_\_
  - b. Identified grading panel and submitted to ER for approval \_\_\_\_\_
  - c. Reviewed posting draft sent by ER and sent ER approval \_\_\_\_\_
  - d. Notified ER if posting should be sent to specific groups (ie. Internet,  
School of Social Work, etc...) \_\_\_\_\_
  
- 5 Interview
  - a. Selected Interview panel (should be diverse) \_\_\_\_\_
  - b. Contacted all applicants on list to set up interview \_\_\_\_\_
  - c. Conducted Interviews \_\_\_\_\_
  - d. Reference and background checks done for top applicant \_\_\_\_\_
  
- 6 Hiring
  - a. Determined top applicant to offer position to \_\_\_\_\_
  - b. Completed OEI justification (if applicable to position) \_\_\_\_\_
  - c. Submitted rate justification form to ER if offering wage above  
minimum step (if applicable) \_\_\_\_\_
  - d. Received approval from OEI to make offer \_\_\_\_\_
  - e. Received rate justification form back approving to offer higher wage \_\_\_\_\_
  - f. Made offer of hire \_\_\_\_\_
  
- 7 Employee Hired
  - a. Completed Requisition in NEOGOV with name of person hired \_\_\_\_\_
  - b. Completed interview actions on certified eligible list in NEOGOV \_\_\_\_\_
  - c. Draft new hire letter to employee. \_\_\_\_\_



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- 8 Employee Paperwork for **New Employees** -- must complete in NEOGOV Onboard
- a. Submitted Employee Action Form \_\_\_\_\_
  - b. Submitted Employee Data Form \_\_\_\_\_
  - c. Submitted I9 Form to eVerify within legal timelines \_\_\_\_\_
    - Documents for section 2 should be uploaded in NEOGOV under Notes & Attachments.
    - Employee Relations will pull all the I9 documents from NEOGOV
    - Do not email or send paper copies to ER
  - d. Submitted W-4's in NeoGov- \_\_\_\_\_
    - Payroll will pull document from NEOGOV
    - Do not email or send paper copy
  - e. Direct Deposit/FOCUS Card Form \_\_\_\_\_
    - Payroll will pull direct deposit document from NEOGOV
    - Do not email or send paper copy
  - f. Network Access Request Form (NARF) \_\_\_\_\_
  - g. Parking Permit (Downtown employees) \_\_\_\_\_
  - h. Building Access Form (if applicable to your location) \_\_\_\_\_
  - i. New employee signed position description \_\_\_\_\_
    - Email signed copy to Employee Relations
  - j. Orientation checklists reviewed \_\_\_\_\_
  - k. Job Skills Acknowledgement form submitted \_\_\_\_\_
  - l. Information Management Policy submitted \_\_\_\_\_

### Employee Paperwork for **Transfers/Promotions/Demotions** (forms on DCINET)

- a. Submitted Employee Action Form \_\_\_\_\_  
Send electronically to Human Resources Specialist
- b. Submitted Employee Data Form \_\_\_\_\_  
Send electronically to Human Resources Specialist
- c. Signed position description \_\_\_\_\_  
Email signed copy to Human Resources Specialist
- d. Network Access Request Form (NARF) \_\_\_\_\_



SECTION: HR  
TOPIC: HIRING 01  
CIVIL SERVICE  
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- e. Parking Permit (Downtown employees) \_\_\_\_\_
- f. Building Access Form (if applicable to your location) \_\_\_\_\_

Employee Paperwork for a **Limited Term Employee hired into a budgeted position** – use forms on DCINET. Send completed forms electronically to Human Resources Specialist

- a. Submitted Employee Action Form to ER \_\_\_\_\_
- b. Submitted Employee Data Form to ER \_\_\_\_\_
- c. Submitted signed position description \_\_\_\_\_
- d. Orientation checklist reviewed, signed and submitted \_\_\_\_\_
- e. Information Management Policy submitted to Human Resources Specialist \_\_\_\_\_
- f. Civil Service Work Rules signed and submitted to Human Resources Specialist \_\_\_\_\_